



**UNDP LEBANON
PROJECT DOCUMENT**

(Final draft)

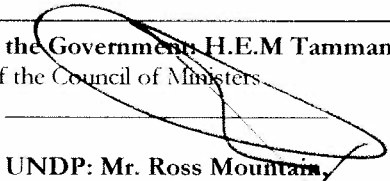
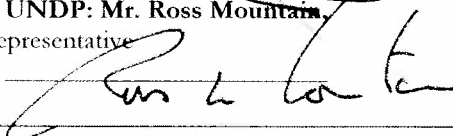
Project Document Title:	Support the implementation of the Lebanese Palestinian Dialogue Committee (LPDC) Strategic Plan; Phase I
UNDAF Outcome(s):	By 2017, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability are institutionalized at different levels.
Expected CP Outcome(s):	Improved Governance, performance of LPDC enhanced; and living conditions and trust in Palestinian and Lebanese communities improved.
Expected CPAP Output(s):	Capacities of LPDC and key line ministries strengthened to formulate, coordinate, and implement policy reforms and dialogue in relation to the Palestinian refugees file in Lebanon
Implementing partner:	Prime Minister's Office/ The Lebanese Palestinian Dialogue Committee
Responsible Parties:	United Nations Development Program (UNDP)

Brief Description

The Lebanese Working Group on Palestinian Refugees, which became later known as the Lebanese-Palestinian Dialogue Committee (LPDC), was created in November 2005 by the Council of Ministers, in response to the goal set by the Government of Lebanon (GoL) to improve the living conditions of Palestinian refugees in Lebanon. This project seeks to strengthen the capacity of the LPDC to implement its strategic Plan (2015-2020) that enables the GoL to set up a comprehensive policy on the Palestinian refugee issues, with a view to improving their living conditions. Project components include:

- Output 1: Institutional Capacity of the LPDC Office for Policy Reforms Enhanced;
- Output 2: Support to LPDC to Establish the National Observatory for Palestinian Affairs provided;
- Output 3: Capacity of line ministries mandated with Palestine refugees strengthened;
- Output 4: Capacity of LPDC to act as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities strengthened;
- Output 5: Capacity of LPDC to facilitate multiple forums and platforms of Dialogue and consensus-building enhanced.

Programme Period:	21 months	Total estimated budget*:	2,738,357.28 USD
Project Title:	Support the Implementation of LPDC's Strategic Plan 2015-2020-Phase I	Out of which:	
Atlas Award ID:	000 87763	1. Funded Budget:	780,000 USD
Project ID:	000 94684	Gov. of Japan	520,000 USD (output 2)
Start date:	April 1, 2015	Gov. of Lebanon	200,000 USD (output 1, 3)
End Date:	Dec 31, 2016	UNDP	60,000 USD (output 4)
PAC Meeting Date:	07/April/2015	2. Unfunded budget:	1,958,357.28 USD
Management arrangement:	Support to NIM	* Total estimated budget includes both programme costs and indirect support costs Costs are divided by output over the period of 21 months	

Agreed by the Government: H.E.M Tammam Salam, President of the Council of Ministers	Signature: 	Date: 8/5/2015
Agreed by UNDP: Mr. Ross Mounthan, Resident Representative	Signature: 	Date: 30/4/2015

List of Abbreviations and Acronyms

GoL	Government of Lebanon
CoM	Council of Ministers
PCM	Presidency of the Council of Ministers
UNDP	United Nations Development Programme
LPDC	Lebanese Palestinian Dialogue Committee
PM	Prime Minister
CAS	Central Administration of Statistics
PCBS	Palestinian Central Bureau of Statistics
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
UN-HABITAT	United Nations Agency for Human Settlements
MOIM	Ministry of Interior and Municipalities
DPRA	Directorate of Political Affairs and Refugees of the MOIM Ministry of Interior and Municipalities
DGGS	Directorate-General of General Security of the MOIM
DPGS	Department of Palestine of General Security
MFA	Ministry of Foreign Affairs
NGO	Non-governmental organizations
PLO	Palestine Liberation Organization
PC's	Popular Committees
SDC	Swiss Development and Cooperation
LAF	Lebanese Armed Forces
ISF	Internal Security Forces
APR	Annual Project Report
QPR	Quarterly Progress Report
APR	Annual Progress Report
M&E	Monitoring and Evaluation
GMS	General Management Services
NIM	National Implementation by the Government of UNDP supported Projects
ISS	Implementation Support Services
OAI	the Office of Audit and Investigations
PPR	Progress Phase Report
SDC	Swiss Development Centre
IDRC	International Development and Research Centre/ Canada
PRS	Palestinian Refugees from Syria
AWP	Annual Work Plan
MHR	Institutional Self-assessment Report

I. SITUATION ANALYSIS

Based on the UNRWA records, the total number of registered Palestinian refugees is 449.957 residing in 12 camps and other gatherings, representing 10% of the Lebanese population. According to the 2010 American University of Beirut (AUB) *"Socio-Economic Survey of Palestine Refugees in Lebanon"*¹, only 260.000-280.000 currently reside in Lebanon, half of the population is younger than 25 year-old. 56% of refugees are jobless and only 37% of the working age population is employed: of the 120.000 Palestinian members of the Labor force, only 53.000 are working; 6% of this labor force has university training compared to 20% of the Lebanese labor force. For the higher education, only 13% of refugees older than 18 have the Baccalaureate or higher, compared to 17% for the Lebanese population.

They are frequently reported to face the worse living conditions among Palestinian refugees in the host countries of the Middle East. According to UNRWA, all 12 official refugee camps in Lebanon suffer from improper infrastructure, overcrowding, poverty and unemployment. UNRWA reports that Lebanon has the highest percentage of Palestinian refugees who are living in poverty and who are registered with the Agency's "special hardship" programme. The AUB survey maintains that 2/3 of the Palestinian refugees are considered to be poor (160.000 individuals) with 6.6% under the line of extreme poverty.

The Palestinian camps consistently register social and economic indicators below national and regional averages. Palestinian refugees, many of which have resided in the country for more than 60 years, are regarded as foreigners and excluded from basic civil and socio-economic rights, including the right to work. Palestinian refugees work mainly in construction and manual labor. Others are left to work in the informal sector and are sometimes subjected to discrimination and exploitation. Only in 2005 did the Government of Lebanon issue a decree authorizing access of Palestinian refugees to eighty professional categories of jobs previously withheld from them. Additionally, they have restricted access to public education, adequate housing, and health services and are practically banned from forming associations. The Lebanese parliament issued law number 129 on August 17, 2010 amending article 59 of the 1946 labor law which stipulates the need for work permit tariffs and the reciprocity condition. The 2010 amendments revoked such tariffs and reciprocity conditions, a step anticipated to have a very positive impact on Palestinian refugees' access to the labor market. Unfortunately, the needed implementation decrees to enforce this law are yet to be issued by the Ministry of Labor.

The troubled history of relations between the Lebanese and the Palestinians during the Lebanese civil war in addition Lebanon's internal challenges has had its toll on Palestinian refugees' living conditions. Throughout the years of civil war and for a good 15 years after the end of it, the Palestinian refugees file within the circles of the GoL was mainly considered a security one.

¹ *"Socio-Economic Survey of Palestine Refugees in Lebanon", 2010/ UNRWA/ American University of Beirut, funded by the European Union.*

In recent years, the official Lebanese policy towards Palestinian refugees has undergone change to improve the living conditions of Palestinian refugees, while continuing to stress their “right of return”. The cabinet headed by Prime Minister Fouad Siniora (2005) was the first to take a new approach toward Palestinian refugees. A dedicated inter-ministerial committee or the Lebanese Working Group on Palestinian Refugees, which became later known as the Lebanese-Palestinian Dialogue Committee (LPDC), was created in November 2005 by the Council of Ministers, in response to the goal set by the Government of Lebanon (GoL) to improve the living conditions of Palestinian refugees in Lebanon. As per the official decree (41/2005), the LPDC committee’s broad mandate includes:

- Improving the living conditions of Palestinians residing in and outside refugee camps in Lebanon, in collaboration with UNRWA;
- Initiating a dialogue to manage the issue of arms inside the camps;
- Putting an end to the possession of illegal arms outside the camps;
- Studying opportunities for establishing diplomatic relations and representation between Lebanon and Palestine.

The LPDC recognizes that the living conditions of the refugees within the camps are dire and unacceptable, and that the lack of opportunities available to the refugees is an impediment to their welfare and their right to live a dignified and prosperous life under the rule of law. This acknowledgement marked the start of a new era and the closure of the difficult and painful past stained with mistakes from all sides and during which both the Lebanese and Palestinians have paid a high price.

During its initial years, the LPDC focused on practical measures which could translate into immediate improvements to living conditions of Palestinian refugees, without requiring legislative changes, taking into account the political complexity of the file at hand. Some progress was made on several fronts, mainly, non-IDs², the recognition of Palestinian Authority passports, and ending the practice of withdrawing Lebanese residency rights for Palestinian refugees who secure residency or citizenship elsewhere.

With the outbreak of the NBC crisis on May 19, 2007, the LPDC’s focus necessarily became much more operational. The LPDC focused on coordinating the government’s response, mobilizing resources and managing the relief and reconstruction effort. The NBC crisis effectively consumed the LPDC from the time of the initial clashes in May 2007 until at least the end of the donor conference which was held in Vienna in June 2008. The inter-ministerial committee did not have a specific role in the NBC crisis and the frequency of its meetings dropped off significantly. However, the role played by the LPDC chairperson and secretariat during and after the crisis was well recognized and positively appraised by the various stakeholders, indicating the central role it played.

² Palestinian refugees who hold no official identification documents are issued special “Non-ID” cards by the Lebanon General Security Office to provide them with a form of documentation that enables their movement and school enrolment.

Since 2005, the LPDC witnessed the appointment of five presidents:

Period	Prime Minister	Government	LPDC Presidency
July 2005–July 2008	Fouad Siniora	Reform and Recovery	Amb. Khalil Mikkawi
July 2008–June 2009	Fouad Siniora	The Unity National Will	Amb. Khalil Mikkawi
Nov 2009–June 2011	Saad Hariri	Development and Progress	Me. Maya Majzoub
June 2011–June 2012	Najib Mikati	All for Work	Amb. Abdelmajid Kassir
June 2012- April 2014	Najib Mikati	All for Work	Dr. Khaldoun El Charif
April 2014- Present	Tamam Salam	The National interest	Dr. Hassan Mneymneh

The LPDC is currently chaired by former minister Dr. Hassan Mneymneh who is the PM's senior political advisor. Its Inter-ministerial committee includes representatives of the Ministries of Justice, Foreign Affairs, National Defence, Social Affairs, and Labour, Public Health and Interior as well as the president of the LPDC.

The UNDP Project and its evolution

The United Nations Development Programme (UNDP) initiated its support to the LPDC in October 2006 and helped establish the technical team which currently serves as the secretariat for the Committee. A project document which further outlines the joint areas of collaboration was signed by the government and UNDP in January 2007. This project was initially extended for an additional three years 2009-2011, based on a substantive revision of this initiative in January 2009. Canada/IDRC had supported the work of LPDC from 2007 till early 2009 followed by Italy and the UN Joint Programme on "Conflict Prevention and Peace Building in the North" and the Swiss Agency for Development and Cooperation (SDC). The most recent phase of the support to LPDC through the UNDP was from the SDC and the Human Security Division at the Swiss Federal Department of Foreign Affairs, the Norwegian, and Lebanese Government.

During the course of the five presidencies of the LPDC, the objective of the project remained to strengthen the capacity of the LPDC to develop and implement a comprehensive policy on the Palestinian refugee issue, with a view to improving the living conditions of Palestinian refugees in Lebanon. The outputs stipulated in the support to LPDC project document for 2013-2015 are:

- **Output 1:** LPDC inter-ministerial committee strengthened to implement its mandate; and the "Technical" and "Camp Management & Security" committees established and running;

- **Output 2:** LPDC acts as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities, including the reconstruction of Nahr el Bared camp;
- **Output 3:** Policy and substantive advice provided to the inter-ministerial committee and the Government of Lebanon on Palestinian Refugees civil rights.

With PM Tammam Salam currently heading the Cabinet; he formally expressed full support to the LPDC and its activities through his support and adoption of the 2013-2015 plan. A clear sign can also be identified with the assignment of Dr. Hassan Mneymneh, a former minister, on the helm of the LPDC, who stressed his commitment to resume the same project and approach to working.

II. STRATEGY

This project directly responds to the latest LPDC's overarching Strategic Plan (2015-2020) developed during the last quarter of 2014. It draws on the lessons learned from previous UNDP projects experiences. The strategy basically aims to strengthen the Lebanese government's capacity towards improving the living conditions of Palestinian refugees in Lebanon through the development and implementation of a comprehensive and consistent policy.

"During the period of the strategy, the LPDC through the support of UNDP will aim to balance its rights-oriented approach with a needs-based approach with an extensive emphasis on policy reforms and implementing projects that directly serve that purpose."

Strategic Outcomes:

LPDC has identified five strategic outcomes that it will work to accomplish over the strategic period with the assistance of international, national and local partners. The outcomes have been identified based on an appreciation of LPDC's accomplishments since its establishment and an understanding of where LPDC's policy development capacity was less successful. Mainly, these outcomes are based on five intervention areas:

1. Governance: **Institutional capacity of the LPDC Office for Policy Reforms Enhanced;**
2. Strategic Planning: **Support to LPDC to Establish and Run the National Observatory for Palestinian Affairs Provided;**
3. Capacity building: **Capacity of line ministries mandated with Palestine refugees strengthened;**
4. Coordination: **Capacity of LPDC to act as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities strengthened;**
5. Dialogue and consensus building: **Capacity of LPDC to facilitate multiple forums and platforms of Dialogue and consensus-building enhanced.**

The five Strategic Outcomes are considered interdependent and mutually reinforcing. As well as collectively contributing to the broader goal of addressing the living condition of Palestinian refugees, they also contribute to common results at the outcome level. A failure to generate one outcome will likely have a knock-on effect to other outcomes.

III. OUTPUTS, ACTIVITIES AND BUDGETS:

Output 1: Institutional capacity of the LPDC Office for Policy Reforms Enhanced

Total Budget for Output One = USD 113,354.64

The original Council of Ministers decision is now ten years old. It was made by a different government under different circumstances. The 2005 mandate to the LPDC was very broad. The first attempt to revisit the LPDC mandate and role was recorded in 2013 where the LPDC proposed a draft law for creating the 'Higher Commission for Palestinian Refugees Affairs'; a central governmental agency that treats the Palestinian refugee's portfolio in Lebanon.

"In the interest of effective implementation of the strategy, the mandate should be refined as suggested by the draft law prepared by LPDC in 2013. Aiming at up-scaling the strategic goal goes in line with the broad vision of the proposed Higher Commission"

During the first phase, the project will develop proposals for gradual organizational up-scaling including suggestions for: mandate review, structural adjustment, sustainable resourcing and substantial Governmental financing. Such proposals will be presented for the approval of the Prime Minister and Cabinet.

Activity 1.1: Develop an institutional Plan for the LPDC Office, through:

- Propose amendments to the Mandate and Mission of the LPDC for the approval of the Prime Minister and the Cabinet;
- Implement new Organizational structure that meets the operational requirements;
- Increase the human capacity of the LPDC Project team;

Activity 1.2: Further develop the proposal of the Higher Commission for Palestinian refugees, through:

- Revise the 2013 law proposal for the Higher Commission;
- Conduct a comparative study for parallel institutions in other host countries;
- Organize series of consultative workshops with ministries representatives, civil society organizations and other stakeholders to review the draft law;
- Submit the final proposal of the draft Law to the various political leaderships and the larger public;
- Send the final draft Law, via the office of the Prime Minister, to the Council of Ministers for ratification and to the Parliament for voting.



Fig. 1: Proposed Organizational chart for the LPDC Office

Output 2: Support to LPDC to Establish and Run the National Observatory for Palestinian Affairs Provided

Total Budget for Output Two = USD 1,804,310.64

The LPDC strategy identifies the absence of official, comprehensive and accurate data as a key factor that limits the ability of the Government of Lebanon to base sound policies affecting the living conditions of the Palestinian refugees on solid grounds.

"..., there is a massive need for clear and accurate information and statistical data on living conditions and urban data in the Palestinian camps, adjacent areas and gatherings, the three geographical distinctions where the Palestinian refugees are residing in Lebanon. The Government requires a policymaking tool that shall enable generation of knowledge, developing of indicators and the monitoring of their living conditions to guide systematic public and policy discussions by Governmental bodies and officials."

Building on a strategic partnership among inter-governmental institutions mainly: Central Administration of Statistics (CAS) and the Palestinian Central Bureau of Statistics (PCBS) in Ramallah, the project will provide support to the LPDC in initiating and leading the process of carrying out a census exercise that would enable the Lebanese Government to account for Palestinian refugees in Lebanon along with their living conditions.

Activity 2.1: Conducting a National Census in Palestinian Camps and Gatherings, through:

- Develop and agree on framework for collaboration between Palestinian and Lebanese authorities to conduct the census
- design and forward technical census work-plan
- Recruit national and international consultants to advise and ensure quality assurance of census process
- Implement the census project in partnership with national authorities (Palestinian and Lebanese)
- Develop and implement a communication strategy that informs Palestinian stakeholders of the census process and address any misunderstandings on census objectives or goals
- Set up a census steering committee to supervise the work conducted in a systematic manner
- Census results discussed and communicated with relevant authorities
- Disseminating the results via a report issued by the Presidency of the Council of Ministers.

Output 3: Capacity of line ministries mandated with Palestine refugees strengthened

Total Budget for Output Three = USD 112,914

The Lebanese Public Institutions mandated with the registry of the Palestinian refugees heavily suffers from outdated operational systems and limited human resources.

“There needs to be a renewed emphasis on the LPDC’s role in building the capacity within line ministries. Considerations are also given to strengthening the capacity of the Ministry of Foreign Affairs to represent Lebanon’s position on the refugee issue in international forums.”

This project will provide key assistance to assess the current capacities of these departments to deliver their mandate. The assessment results will assist identifying their existing capacities and gaps between the available capacities and those needed to meet their goals. It will look at what type of capacity development support is needed for the departments to be more efficient and effective. The results of the assessment will offer a platform for dialogue among stakeholders and provide a starting point for formulating a capacity development response.

Activity 3.1 Capacity Diagnosis and Assessment for Directorate of Refugee Affairs (DPRA) at the ministry of Interior and Municipalities, through:

- Appointing a technical support team from LPDC project staff and consultants;
- Drafting Terms of Reference and recruit consultants to support the process. The required consultancies must cover both fields of organizational development and data management systems;

- Drafting an MHR/Institutional assessment report highlighting organizational/structural capacity gaps and suggested areas for capacity building;
- Outlining an ICT assessment report in terms of MIS and technical needs; as well as suggested improvement covering needs for computerization, hardware, software, data management, security, needed skills and cost to use these tools and technologies and cost evaluation, as well as the improvement process time frame.

Output 4: Capacity of LPDC to act as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities strengthened

Total Budget for Output Four = USD 343,368.72

“The work of the LPDC as the focal point is essential for an effective, transparent and credible coordination role. This will also enable the LPDC to assist in efficient allocation of resources by identifying the needs gaps on the National level.”

This project aims to provide a strengthened coordination capacity to the LPDC under four distinctive themes: Rights and Protection; Emergency Response (NBC reconstruction and PRS Response); Basic Urban Services (Camp improvement Initiative II and III and electricity, water, waste management and infrastructure); International and Regional (UPR, AdCom).

Output 4 has the following seven activities:

Activity 4.1: Strengthen the Executive role of the LPDC inter-ministerial committee

Sub activities are:

- Support the preparation of the committee meetings (e.g. agenda, minutes, background documentation, etc.);
- Follow-up the implementation of the inter-ministerial action-plan developed in 2014;
- Engage at the level of the ministers to ensure the needed support and empowerment of each ministry focal point;

Activity 4.2: Provide Policy and substantive advice to line ministries on Palestinian Refugees civil rights, through:

- Collect and consolidate the available data related to Palestinian refugees from public institutions;
- Release a policy document for each relevant ministry including solid recommendations for protecting refugees basic rights;
- Regularly engage the LPDC President with concerned ministers (meetings...);

Activity 4.3: Support the resource mobilization for Nahr el-Bared reconstruction Project, through:

- Support and harmonize the fundraising efforts of the Prime Minister Office and UNRWA;

- Provide Advisory technical support to UNRWA and concerned public institutions on the reconstruction strategies and processes;
- Facilitate and liaison among different stakeholders: Palestine Embassy and factions, Government Consultant and public directorates (Lebanese Armed Forces, Directorate of Planning, Council of reconstruction and development, concerned ministries and municipalities...) and UNRWA Project management Unit;
- Develop a comprehensive governance plan for the future camp including scenarios for management of public services, housing units and mechanisms for housing extensions.

Activity 4.4: Enhancing Lebanon's Response to the influx of Palestinian Refugees from Syria (PRS), through:

- Organizing and host multi-tracks coordination platforms based on thematic emergency interventions for Camps and Gatherings;
- Supporting UNRWA in liaison with the Ministry of Interior regarding border accessibility and mobility restrictions;
- Support the Ministry of Interior in creating an independent registry for keeping the PRS's records;
- Work with the Ministry of Interior to unify the standards and criteria of Palestinian and Syrian displacement.

Activity 4.5: Improving liaison among actors in the Palestinian refugee issues, through:

- Increasing LPDC's field presence and contacts with the refugees communities;
- Conducting a mapping of current civil society initiatives and international and local NGOs; and collect data about their activities in camps and gatherings;
- Proposing a National framework for coordinating and planning stakeholders' interventions and programs;
- Organizing and facilitating workshops and events joining NGOs, CBOs and Donors with public institutions;
- Extending LPDC's partnerships base with civil society organizations and different rights coalitions in order to serve the interests of the Government of Lebanon.

Activity 4.6: Strengthen the relationship with UNRWA, through:

- Providing an opinion on UNRWA's five years "Strategic Response Plan" for Lebanon field which will guide the programs of the agency and interventions between 2016-2021;
- Facilitating the implementation of UNRWA projects and activities that requires coordination with public institutions and seeking to solve problematic issues, if any;
- Partnering with UNRWA on launching the third phase of the "Camp Improvement Initiative" including developing and implementing camp improvement plans;

Activity 4.7: Enhancing Lebanon's representation in the international and regional platforms concerned with refugees, through:

- Appoint a permanent representative from the Lebanese embassy in Amman to be in charge of the follow up and communication with delegations;

- Participating in UNRWA ADCOM meetings, Arab Host countries Group and other sub-com platforms;
- Contributing to the development of UNRWA's midterm strategy and human resources and financial reform plans;
- Enhancing the relationship with other host countries parallel institutions;

Output 5: Capacity of LPDC to facilitate multiple forums and platforms of Dialogue and consensus-building enhanced.

Total Budget for Output Five = USD 364,409.28

" Dialogue with the Palestinians remains important. At the same time, however, there is an ongoing need for consensus-building within the Lebanese community."

In preparation for a Lebanese-Palestinian formal dialogue, the project will provide key assistance to the LPDC to facilitate a Lebanese political dialogue. The representatives of the main political parties have been meeting since early 2015 to reach common grounds around a National vision for the Palestinian file in Lebanon.

Activity 5.1: Facilitate the activities of the "Lebanese Working Group on Palestinian issues", through:

- Organizing, hosting and facilitating a dialogue platform composed of representatives of the main political parties;
- Preparing the meetings agendas, policy briefs and reports;
- Commissioning studies and specialized researches that bridges major data gaps upon the request of the working group;
- Establishing new partnerships with external research centres to feed the dialogue process with policy scenarios;
- Drafting a short and medium term strategy for the Lebanese Dialogue on Palestinian refugees;
- Publishing and announcing the recommendations/ agreements that were reached by the working group to the public.

Activity 5.2: Facilitate the activities of the "International Task Group", through:

- Organizing, hosting and facilitating on bi-annual basis the platform composed of representatives of the main Donors countries, head of UN agencies and the Prime Minister.

Activity 5.3: Enhance communication and consultations with Palestinian Refugees representatives, through:

- Maintaining and enhancing collaboration with Palestine Embassy;
- Preparing, organizing and hosting regular consultation meetings with all Palestinian faction leaders.

IV. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: Living conditions and trust in Palestinian and Lebanese surrounding communities improved
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator 1.1: Governance reforms and practices; with focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels. Baseline 1.1: No national strategy on the rights of Palestinian refugees Target 1.1: National policy agreed and implemented
Project title and ID: Support the implementation of the Lebanese Palestinian Dialogue Committee (LPDC) Strategic Plan; Phase I
Project Outcome: Improved Governance, performance of LPDC enhanced; and living conditions and trust in Palestinian and Lebanese communities improved
Outcome indicators including baseline and targets
Baseline:
<ul style="list-style-type: none"> • Lack of inter-governmental coordination in relation to camps and Gatherings. • Inconstancy in LPDC's inter-ministerial committee meetings and decisions. • Lack of a culture of rights for Palestinian refugees among public institutions and service providers. • Ambiguity in institutional policies and procedures within ministries. • Shortage in the Nahr el-Bared reconstruction funding of \$ 153 M. • Arrival of 43,000 newly arrived Palestinian and Syrian refugees from Syria in Lebanon. • Lack of a responsible stakeholder / institution in Palestinian portfolio other than LPDC. • Weak presence of the Lebanese Government in international and regional platforms (such as UNRWA Advisory Commission) that treats the Palestinian refugees. • Absence of official dialogue platforms among Lebanese and Palestinians. • Absence of Lebanese political unified position on the governmental policies towards refugees.
Indicators:
<ul style="list-style-type: none"> • Participation of actors and coordination mechanisms established between the different sets of actors. • More coordinated interventions at the national level in Palestinian camps and gatherings. • Amount of funds received for Nahr El-Bared. • Contribution of Lebanon as a host country in developing UNRWA's Strategic Response Plan 2016-2021. • Number of dialogue sessions.

<p>• Lebanese political parties' agreement over the strategic approach towards Palestinian refugees in Lebanon.</p> <p>Targets:</p> <ul style="list-style-type: none"> • Thematic working groups are active and centrally led by LPDC. • Securing additional funds for the NBC project • Scale-up the governmental policies and services for PRS to meet the standards provided to the Syrian refugees. • Concerned Ministries are positively engaged in supporting the PRs. • Lebanese political parties' facilitation for implementing procedural measures that improves the living conditions of PRs. • Building the consensus of Lebanese political parties around the necessity for improving the living conditions of PRs in Lebanon as an entry for stabilizing the camps. 			
Outputs, Indicators and Targets	Indicative Activities for 2015-16	Responsible Parties	Indicative Inputs
<p>Output 1: Institutional Capacity of the LPDC Office for Policy Reforms Enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Broad mandate of the LPDC in the 2005 decree. • A very broad and an undetailed 2013 draft law for the formation of the higher commission for Palestine Refugees. <p>Output indicators:</p> <ul style="list-style-type: none"> • Number of options for the organizational structure of LPDC • Number of options for the revised mandate of LPDC presented to the PM • Number of comparative studies conducted to explore the structures and mandates of parallel regional institutions dealing with Palestine refugees • Number of consultation sessions with political leaders to promote the draft law <p>Output Targets:</p> <ul style="list-style-type: none"> • New organizational structure of LPDC approved by PM • New mandate of LPDC approved by cabinet 	<p>Activity 1.1: Further develop an institutional Plan for the LPDC Office, through:</p> <ul style="list-style-type: none"> • Propose amendments to the Mandate and Mission of the LPDC for the approval of the Prime Minister and the Cabinet; • Implement new Organizational structure that meets the operational requirements; • Increase the human capacity of the LPDC Project team; <p>Activity 1.2: Develop the proposal of the Higher Commission for Palestinian refugees, through:</p> <ul style="list-style-type: none"> • Revise the 2013 draft law proposal for the Higher Commission; • Conduct a comparative study for parallel institutions in other host countries; • Organize series of consultative workshops with ministries representatives, civil society organizations and other stakeholders to review the draft Law; • Promote the final draft law proposal with political leaders and public arena; • Send the final draft through the Prime Minister Office to the Cabinet and the Parliament for voting. 	<p>UNDP LPDC PMO</p>	<p>Consultancies</p> <p>Policy papers</p> <p>Total Budget for Output One: 113,354,64 USD</p>

<ul style="list-style-type: none"> • Draft law presented to Parliament for voting <p>Output 2: Support to LPDC to Establish the National Observatory for Palestinian Affairs provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Lack of official information on Palestinian refugees from public institutions. • Inconstancy in Palestinian refugees numbers and profiles across agencies. • Lack of policy-led tools based on accurate knowledge and information. • Absence of informative and analyzed statistical Data within governmental bodies. <p>Output indicators:</p> <ul style="list-style-type: none"> • Framework for collaboration between Palestinian and Lebanese authorities is set and activated. • Number of recruited international and local consultants. • Media campaign successfully implemented; • Number of census steering committee meetings; • Number of surveyed refugee camps and gatherings; • Census result analysed and published. <p>Output Targets:</p> <ul style="list-style-type: none"> • The first Comprehensive Census for Palestinian refugees in Lebanon being completed. • Quantitative consistent data generated from the three geographical distinctions (camps, gatherings and camp adjacent areas) are validated and used as a National reference for interventions programming. • Endorsement of the results of the Census by Palestinian partners, international agencies and the Government of Lebanon. 	<p>Activity 2.1: Conducting a National Housing and Population Census in Camps and Gatherings, through:</p> <ul style="list-style-type: none"> • Develop and agree on framework for collaboration between Palestinian and Lebanese authorities to conduct the census design and forward engineer census work-plan • Recruit national and international consultants to advise and ensure quality assurance of census process • Implement in partnership with national authorities (Palestinian and Lebanese) the census project • Develop and implement a media campaign that informs Palestine Refugees in Lebanon of the census project • Develop and implement a communication strategy that informs Palestinian stakeholders of the census process and address any misunderstandings on census objectives or goals • Set up a census steering committee to supervise the work conducted in a systematic manner • Census results discussed and communicated with relevant authorities; 	<p>UNDP LPDC CAS</p>	<p>Consultancies</p> <p>Report</p> <p>Total Budget for Output Two: 1.804.310.64 USD</p>
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<p>Output 3: Capacity of line ministries mandated with Palestine refugees strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Outdated registry records and deteriorated services provided to Palestinian refugees • DPR administration still not computerized • The role of the DPR has been limited to issuing personal status records <p>Output indicators:</p> <ul style="list-style-type: none"> • Number of meetings held with MOIM and DPR • Number of options for computerizing the DPR functions • Number of options for restructuring the DPR for more effectiveness <p>Output Targets:</p> <ul style="list-style-type: none"> • Capacity assessment report for DPR completed • MOIM adopts new organizational structure for DPR • Personal status documentations computerized 	<p>Activity 3.1 Capacity Diagnosis and Assessment for Directorate of Refugee Affairs (DPRA) at the ministry of Interior and Municipalities, through:</p> <ul style="list-style-type: none"> • Formation of a technical support team from LPDC project staff and consultants; • Drafting terms of reference and recruit consultants to support the process. The required consultancies must cover both fields of organizational development and data management systems; • Draft an MHR/Institutional assessment report highlighting organizational/structural capacity gaps and suggested areas for capacity building; • Draft an ICT assessment report in terms of MIS and technical needs; as well as suggested improvement covering needs for computerization, hardware, software, data management, security, needed skills and cost to use these tools and technologies and cost evaluation. 	<p>UNDP LPDC DPRA</p> <p style="text-align: right;">Total Budget for Output Three: 112,914 USD</p>
<p>Output 4: Capacity of LPDC to act as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Lack of inter-governmental coordination on issues of camps and Gatherings. • Inconstancy in LPDC's inter-ministerial committee meetings and decisions. • Lack of a culture of rights for Palestinian refugees among public institutions and service providers. • Ambiguity in institutional policies and procedures within ministries. 	<p>Activity 4.1: Strengthen the Executive role of the LPDC inter-ministerial committee , through:</p> <ul style="list-style-type: none"> • Support the preparation of the committee meetings (e.g. agenda, minutes, background documentation, etc); • Follow-up the implementation of the inter-ministerial actionplan developed in 2014; • Engage at the level of the ministers to ensure the needed support and empowerment of each ministry focal point; <p>Activity 4.2: Provide Policy and substantive advice to line ministries on Palestinian Refugees civil rights, through:</p> <ul style="list-style-type: none"> • Collect and consolidate the available data related to Palestinian refugees from public institutions; 	<p>Consultancies</p> <p>UNDP LPDC</p> <p>Minutes of Meetings</p> <p>Reports</p>

<ul style="list-style-type: none"> • Shortage in the Nahr el-Bared reconstruction funding of \$ 153 M. • Arrival of 43,000 newly arrived Palestinian and Syrian refugees from Syria in Lebanon. • Lack of a responsible stakeholder / institution in Palestinian portfolio other than LPDC. • Weak presence of the Lebanese Government in international and regional platforms (such as UNRWA Advisory Commission) that treats the Palestinian refugees. <p>Output indicators:</p> <ul style="list-style-type: none"> • # of coordination meetings and workshops. • # of regional platforms attended. • PRS registry system created at the Ministry of Interior. • Amount of funds received for Nahr El-Bared Project. • # f completed Units in NBC. <p>Output Targets:</p> <ul style="list-style-type: none"> • Participation of actors and coordination mechanisms established between the different sets of actors. • Concerned Ministries are positively engaged in supporting the Palestinian refugees. • More coordinated interventions at the national level in Palestinian camps and gatherings. • Contribution of Lebanon as a host country in developing UNRWA's Strategic Response Plan 2016-2021. • Thematic working groups are active and centrally led by LPDC. • Scale-up the governmental policies and services for PRS to meet the standards provided to the Syrian refugees. • Continuing the reconstruction of Nahr El-Bared Camp. 	<ul style="list-style-type: none"> • Release a policy document for each relevant ministry including solid recommendations for protecting refugees basic rights; • Regularly engage the LPDC President with concerned ministers; <p>Activity 4.3: Support the resource mobilization for Nahr el-Bared reconstruction Project, through:</p> <ul style="list-style-type: none"> • Support and harmonize the fundraising efforts of the Prime Minister Office and UNRWA; • Advisory technical support provided to UNRWA and concerned public institutions on the reconstruction strategies and processes; • Facilitate and liaison among different stakeholders: Palestine embassy and factions, Government Consultant and public directorates (Lebanese Armed Forces, Directorate of Planning, Council of reconstruction and development, concerned ministries and municipalities...) and UNRWA Project management Unit; • Develop a governance plan for the future camp including scenarios for management of public services, housing units and mechanisms for housing extensions. <p>Activity 4.4: Enhancing Lebanon's Response to the influx of Palestinian Refugees from Syria (PRS) , through:</p> <ul style="list-style-type: none"> • Organize and host multi-tracks coordination platforms based on thematic emergency interventions for Camps and Gatherings; • Support UNRWA in liaison with the Ministry of Interior regarding border accessibility and mobility restrictions; • Create an independent registry at the Ministry of Interior for keeping the PRS's records; <p>Activity 4.5: Improving liaison among actors in the Palestinian refugee issues, through:</p>	<p>UNDP LPDC Line Ministries</p> <p>UNDP LPDC PMO Line ministries</p> <p>UNDP LPDC Line ministries</p>	<p>Awareness raising material</p> <p>Policy papers</p> <p>Minutes of Meetings</p> <p>Reports</p>
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	<ul style="list-style-type: none"> • Increase LPDC's field presence and contacts with the refugees communities; • Conduct a mapping of current civil society initiatives and international and local NGOs; and collect data about their activities in camps and gatherings; • Organize and facilitate workshops and events joining NGOs, CBOs and Donors with public institutions; • Propose a National framework for coordinating and planning stakeholders' interventions and programs; • Extend LPDC's partnerships base with civil society organizations and different rights coalitions. <p>Activity 4.6: Strengthen the relationship with UNRWA, through:</p> <ul style="list-style-type: none"> • Provide support to UNRWA during the development of its five years "Strategic Response Plan" for Lebanon field which will guide the programs of the agency and interventions between 2016-2021; • Facilitate the implementation of UNRWA projects and activities that requires coordination with public institutions; • Partner with UNRWA on launching the third phase of the "Camp Improvement Initiative" including developing and implementing camp improvement plans; <p>Activity 4.7: Enhancing Lebanon's representation in the international and regional platforms concerned with refugees</p> <ul style="list-style-type: none"> • Assign a senior focal point at the embassy of Lebanon in Amman for liaison with missions and delegations; • Participate in UNRWA ADCOM meetings, Arab Host countries Group and other sub-com platforms; • Contribute to the development of UNRWA midterm strategy and other reform plans; • Enhance the relationship with other host countries parallel institutions; 	<p>UNDP LPDC</p> <p>UNDP LPDC</p> <p>UNDP LPDC MOFA</p>	<p>Workshops</p> <p>Travel</p> <p>Total Budget for Output Four: 343,368.72 USD</p>
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<p>Output 5: Capacity of LPDC to facilitate multiple forums and platforms of Dialogue and consensus-building enhanced.</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Absence of official dialogue platforms among Lebanese and Palestinians. • Absence of Lebanese political unified position on the governmental policies towards refugees. <p>Output indicators:</p> <ul style="list-style-type: none"> • # of dialogue sessions. • Level of participation and commitments in Dialogue. • # of recommendations signed by the Working Group representatives. <p>Output Targets:</p> <ul style="list-style-type: none"> • Lebanese political parties' agreement over the strategic approach towards Palestinian refugees in Lebanon. • Lebanese political parties' facilitation for implementing procedural measures that improves the living conditions of PRs. • Building the consensus of Lebanese political parties around the necessity for improving the living conditions of PRs in Lebanon as an entry for stabilizing the camps. 	<p>Activity 5.1: Facilitate the activities of the "Lebanese Working Group on Palestinian issues", through:</p> <ul style="list-style-type: none"> • Organize, host and facilitate the platform composed of representatives of the main political parties; • Prepare the meetings agendas; policy briefs and reports; • Commission studies and specialized researches that bridges major data gaps per the request of the group; • Establish new partnerships with external research centres to feed the dialogue process with policy scenarios; • Draft a short and medium term strategy for the Lebanese Dialogue on Palestinian refugees; • Publish and announce the recommendations/ agreements that were reached by the group to public. <p>Activity 5.2: Facilitate the activities of the "International/host forum", through:</p> <ul style="list-style-type: none"> • Organize, host and facilitate on bi-annual basis the platform composed of representatives of the main Donors countries, head of UN agencies and the Prime Minister. <p>Activity 5.3: Enhance communication and consultations with Palestinian Refugees representatives, through:</p> <ul style="list-style-type: none"> • Maintain and enhance collaboration with Palestine Embassy; • Prepare, organize and host quarterly consultation meetings with all Palestinian faction leaders. 	<p>UNDP LPDC</p> <p>UNDP LPDC</p> <p>UNDP LPDC</p>	<p>Consultancies</p> <p>Workshops</p> <p>Studies</p> <p>Minutes of Meetings</p> <p>Reports</p> <p>Published material</p> <p>Total Budget for Output Five: 364,499,28 USD</p>
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V. Work Plan 2015-2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		PLANNED BUDGET (USD) AND DESCRIPTION
		2015	2016	
<p><i>And baseline, associated indicators and annual targets</i></p> <p>Output 1: Capacity of LPDC for Policy Reforms Enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Broad mandate of the LPDC in the 2005 decree. • A very broad and an undetailed 2013 draft law for the formation of the higher commission for Palestine Refugees. <p>Output indicators:</p> <ul style="list-style-type: none"> • Number of options for the organizational structure of LPDC • Number of options for the revised mandate of LPDC presented to the PM • Number of comparative studies conducted to explore the structures and mandates of parallel regional institutions dealing with Palestine refugees • Number of consultation sessions with political leaders to promote the draft law <p>Output Targets:</p> <ul style="list-style-type: none"> • New organizational structure of LPDC approved by PM • New mandate of LPDC approved by cabinet • Draft law presented to Parliament for voting 	<p><i>List activity results and associated actions</i></p> <p>Activity 1.1: Further develop a Reform Plan for the LPDC Office, through:</p> <ul style="list-style-type: none"> • Propose amendments to the Mandate and Mission of the LPDC for the approval of the Prime Minister and the Cabinet; • Implement new Organizational structure that meets the operational requirements; <p>Activity 1.2: Further develop the proposal of the Higher Commission for Palestinian refugees, through:</p> <ul style="list-style-type: none"> • Revise the 2013 draft law proposal for the Higher Commission; • Conduct a comparative study for parallel institutions in other host countries; • Organize series of consultative workshops with ministries representatives, civil society organizations and other stakeholders to review the draft Law; • Promote the final draft law proposal with political leaders and public arena; • Send the final draft through the Prime Minister Office to the Cabinet and the Parliament for voting 		<p>Project Personnel 69,200</p> <p>Consultancies 22,500</p> <p>Workshops 4,400</p> <p>Miscellaneous 6,800</p>	
TOTAL OUTPUT ONE				<p>OUTPUT 1 BUDGET = 102,900.00 USD</p> <p>ISS = 2,058.00 USD</p> <p>GMS (8%) = 8,396.64 USD</p> <p>TOTAL BUDGET OUTPUT 1 = 113,354.64 USD</p>

<p>Output 2: Support to LPDC to Establish the National Observatory for Palestinian Affairs provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Lack of official information on Palestinian refugees from public institutions. • Inconstancy in Palestinian refugees numbers and profiles across agencies. • Lack of policy-led tools based on accurate knowledge and information. • Absence of informative and analyzed statistical Data within governmental bodies. • The AUB socio-economic survey data available <p>Output indicators:</p> <ul style="list-style-type: none"> • Framework for collaboration between Palestinian and Lebanese authorities is set and activated. • Number of recruited international and local consultants. • Media campaign successfully implemented; • Number of census steering committee meetings; • Number of surveyed refugee camps and gatherings; • Census result analysed and published. <p>Output Targets:</p> <ul style="list-style-type: none"> • The first Comprehensive Census for Palestinian refugees in Lebanon being completed. • Quantitative consistent data generated from the three geographical distinctions (camps, gatherings and camp adjacent areas) are validated and used as a National reference for interventions programming. • Endorsement of the results of the Census by Palestinian partners, international agencies and the Government of Lebanon. 	<p>Activity 2.1: Conducting a National Housing and Population Census in Camps and Gatherings, through:</p> <ul style="list-style-type: none"> • Develop and agree on framework for collaboration between Palestinian and Lebanese authorities to conduct the census design and forward engineer census work-plan • Recruit national and international consultants to advise and ensure quality assurance of census process • Implement in partnership with national authorities (Palestinian and Lebanese) the census project • Develop and implement a media campaign that informs Palestine Refugees in Lebanon of the census project • Develop and implement a communication strategy that informs Palestinian stakeholders of the census process and address any misunderstandings on census objectives or goals • Set up a census steering committee to supervise the work conducted in a systematic manner • Census results discussed and communicated with relevant authorities 		<p>Project Personnel 131,600</p> <p>Consultancies & contractual agreements 150,000</p> <p>Contractual agreements 1,165,400.00</p> <p>Workshops 12,400</p> <p>Studies 19,500</p> <p>Equipment 133,400</p> <p>Awareness raising campaign 13,000</p> <p>Miscellaneous 12,600</p>
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TOTAL OUTPUT TWO	OUTPUT 2 BUDGET = 1,637,900 USD ISS = 32,758 USD GMS (8%) = 133,652.64 USD TOTAL BUDGET OUTPUT 2 = 1,804,310.64 USD
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<p>Output 3 : Capacity of line ministries mandated with Palestine refugees strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Outdated registry records and deteriorated services provided to Palestinian refugees • DPRA administration still not computerized • The role of the DPRA has been limited to issuing personal status records <p>Output indicators:</p> <ul style="list-style-type: none"> • Number of meetings held with MOIM and DPRA • Number of options for computerizing the DPRA functions • Number of options for restructuring the DPRA for more effectiveness <p>Output Targets:</p> <ul style="list-style-type: none"> • Capacity assessment report for DPRA completed • MOIM adopts new organizational structure for DPRA • Personal status documentations computerized 	<p>Activity 3.1 Capacity Diagnosis and Assessment for Directorate of Refugee Affairs (DPRA) at the Ministry of Interior and Municipalities, through:</p> <ul style="list-style-type: none"> • Formation of a technical support team from LPDC project staff and partners; • Drafting terms of reference and recruit consultants to support the process. • The required consultancies must cover both fields of organizational development and data management systems; • Draft an MHR/Institutional assessment report highlighting organizational/structural capacity gaps and suggested areas for capacity building; • Draft an ICT assessment report in terms of MIS and technical needs; as well as suggested improvement covering needs for computerization, hardware, software, data management, security, needed skills and cost to use these tools and technologies and cost evaluation. 	<p style="text-align: center;">Project Personnel 30,200</p> <p style="text-align: center;">Consultancies & contractual agreements 72,300</p>
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TOTAL OUTPUT THREE		OUTPUT 3 BUDGET = 102,500 USD ISS = 2,050 USD GMS (8%) = 8,364 USD TOTAL BUDGET OUTPUT 3 = 112,914 USD

<p>Output 4: Capacity of LPDC to act as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Lack of inter-governmental coordination on issues of camps and Gatherings. • Inconstancy in LPDC's inter-ministerial committee meetings and decisions. • Lack of a culture of rights for Palestinian refugees among public institutions and service providers. • Ambiguity in institutional policies and procedures within ministries. • Shortage in the Nahr el-Bared reconstruction funding of \$ 153 M. • Arrival of 43.000 newly arrived Palestinian and Syrian refugees from Syria in Lebanon. • Lack of a responsible stakeholder / institution in Palestinian portfolio other than LPDC. • Weak presence of the Lebanese Government in international and regional platforms (such as UNRWA Advisory Commission) that treats the Palestinian refugees. 	<p>Activity 4.1: Strengthen the Executive role of the LPDC inter-ministerial committee , through:</p> <ul style="list-style-type: none"> • Support the preparation of the committee meetings (e.g. agenda, minutes, background documentation, etc); • Follow-up the implementation of the inter-ministerial Action-plan developed in 2014; • Engage at the level of the ministers to ensure the needed support and empowerment of each ministry focal point; <p>Activity 4.2: Provide Policy and substantive advice to line ministries on Palestinian Refugees civil rights , through:</p> <ul style="list-style-type: none"> • Collect and consolidate the available data related to Palestinian refugees from public institutions; • Release a policy document for each relevant ministry including solid recommendations for protecting refugees basic rights; • Regularly engage the LPDC President with concerned ministers; <p>Activity 4.3: Support the resource mobilization for Nahr el-Bared reconstruction Project,</p>	<p>Project Personnel 181,600</p> <p>Consultancies & contractual agreements 64,400</p> <p>Workshops 16,200</p> <p>Reports 13,200</p> <p>Travel 11,800</p> <p>Miscellaneous 24,500</p>
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<p>Output indicators:</p> <ul style="list-style-type: none"> • # of coordination meetings and workshops. • # of regional platforms attended. • PRS registry system created at the Ministry of Interior. • Amount of funds received for Nahr El-Bared Project. • # of completed Units in NBC. <p>Output Targets:</p> <ul style="list-style-type: none"> • Participation of actors and coordination mechanisms established between the different sets of actors. • Concerned Ministries are positively engaged in supporting the Palestinian refugees. • More coordinated interventions at the national level in Palestinian camps and gatherings. • Contribution of Lebanon as a host country in developing UNRWA's Strategic Response Plan 2016-2021. • Thematic working groups are active and centrally led by LPDC. • Scale-up the governmental policies and services for PRS to meet the standards provided to the Syrian refugees. • Continuing the reconstruction of Nahr El-Bared Camp. 	<p>through:</p> <ul style="list-style-type: none"> • Support and harmonize the fundraising efforts of the Prime Minister Office and UNRWA; • Advisory technical support provided to UNRWA and concerned public institutions on the reconstruction strategies and processes; • Facilitate and liaison among different stakeholders: Palestine embassy and factions, Government Consultant and public directorates (Lebanese Armed Forces, Directorate of Planning, Council of reconstruction and development, concerned ministries and municipalities...) • Develop a governance plan for the future camp including scenarios for management of public services, housing units and mechanisms for housing extensions. <p>Activity 4.4: Enhancing Lebanon's Response to the influx of Palestinian Refugees from Syria (PRS), through:</p> <ul style="list-style-type: none"> • Organize and host multi-tracks coordination platforms based on thematic emergency interventions for Camps and Gatherings; • Support UNRWA in liaison with the Ministry of Interior regarding border accessibility and mobility restrictions; • Create an independent registry at the Ministry of Interior for keeping the PRS's records; 	
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	<p>Activity 4.5: Improving liaison among actors in the Palestinian refugee issues, through:</p> <ul style="list-style-type: none"> • Increase LPDC's field presence and contacts with the refugees communities; • Conduct a mapping of current civil society initiatives and international and local NGOs; and collect data about their activities in camps and gatherings; • Propose a National framework for coordinating and planning stakeholders' interventions and programs; • Organize and facilitate workshops and events joining NGOs, CBOs and Donors with public institutions; • Extend LPDC's partnerships base with civil society organizations and different rights coalitions. <p>Activity 4.6: Strengthen the relationship with UNRWA, through:</p> <ul style="list-style-type: none"> • Provide support to UNRWA during the development of its five years "Strategic Response Plan" for Lebanon field which will guide the programs of the agency and interventions between 2016-2021; • Facilitate the implementation of UNRWA projects and activities that requires coordination with public institutions; • Partner with UNRWA on launching the third phase of the "Camp Improvement Initiative" including developing and implementing camp improvement plans; <p>Activity 4.7: Enhancing Lebanon's representation in the international and regional platforms concerned with refugees, through:</p>	
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	<ul style="list-style-type: none"> Assign and follow-up a senior focal point at the embassy of Lebanon in Amman for liaison with missions and delegations; Participate in UNRWA ADCOM meetings, Arab Host countries Group and other sub-com platforms; Contribute to the development of UNRWA midterm strategy and other reform plans; Enhance the relationship with other host countries parallel institutions; 		
TOTAL OUTPUT FOUR			OUTPUT FOUR BUDGET = 311,700 USD ISS = 6,234 USD GMS (8%) = 25,434.72 USD TOTAL BUDGET OUTPUT 4 = 343,368.72 USD

<p>Output 5: Capacity of LPDC to facilitate multiple forums and platforms of Dialogue and consensus-building enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> Absence of official dialogue platforms among Lebanese and Palestinians. Absence of Lebanese political unified position on the governmental policies towards refugees. <p>Output indicators:</p> <ul style="list-style-type: none"> Number of dialogue sessions. Level of participation and commitments in Dialogue. Number of recommendations signed by the Working Group representatives. 	<p>Activity 5.1: Facilitate the activities of the "Lebanese Working Group on Palestinian issues", through:</p> <ul style="list-style-type: none"> Organize, host and facilitate the platform composed of representatives of the main political parties; Prepare the meetings agendas, policy briefs and reports; Commission studies and specialized researches that bridges major data gaps per the request of the group; Establish new partnerships with external research centres to feed the dialogue process with policy scenarios; Draft a short and medium term strategy for the Lebanese Dialogue on Palestinian refugees; 		Project Personnel 137,600 Consultancies & contractual agreements 114,000 Workshops 18,400 Studies 33,200 Awareness raising campaign 15,000 Miscellaneous 12,600
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<p>Output Targets:</p> <ul style="list-style-type: none"> Lebanese political parties' agreement over the strategic approach towards Palestinian refugees in Lebanon. Lebanese political parties' facilitation for implementing procedural measures that improves the living conditions of PRs. Building the consensus of Lebanese political parties around the necessity for improving the living conditions of PRs in Lebanon as an entry for stabilizing the camps. 	<ul style="list-style-type: none"> Publish and announce the recommendations/ agreements that were reached by the group to the public. <p>Activity 5.2: Facilitate the activities of the "International Working Group", through:</p> <ul style="list-style-type: none"> Organize, host and facilitate on bi-annual basis the platform composed of representatives of the main Donors countries, head of UN agencies and the Prime Minister. <p>Activity 5.3: Enhance communication and consultations with Palestinian Refugees representatives, through:</p> <ul style="list-style-type: none"> Maintain and enhance collaboration with Palestine Embassy; Prepare, organize and host quarterly consultation meetings with all Palestinian faction leaders. 	
<p>TOTAL OUTPUT FIVE</p>		<p>OUTPUT 5 BUDGET = 330,800 USD ISS = 6,616 USD GMS (8%) = 26,993.28 USD TOTAL BUDGET OUTPUT 5 = 364,409.28 USD</p>
<p>TOTAL PROJECT BUDGET</p>		<p>2,738,357.28 USD</p>

VI. Management Arrangement

The Office of the President of the Council of Ministers (OPCM) – Lebanese Palestinian Dialogue Committee is designated as the National Implementing Agency for this project. The Implementing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Implementing Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from government cost sharing. This accountability calls for concrete capacities in the administrative, technical and financial spheres.

The UNDP National Implementation Modality (NIM) will prevail, with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Implementing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, and procurement and contracting. (See Annex 1: Standard Letter of Agreement between UNDP and the Government for the Provision of Support Services).

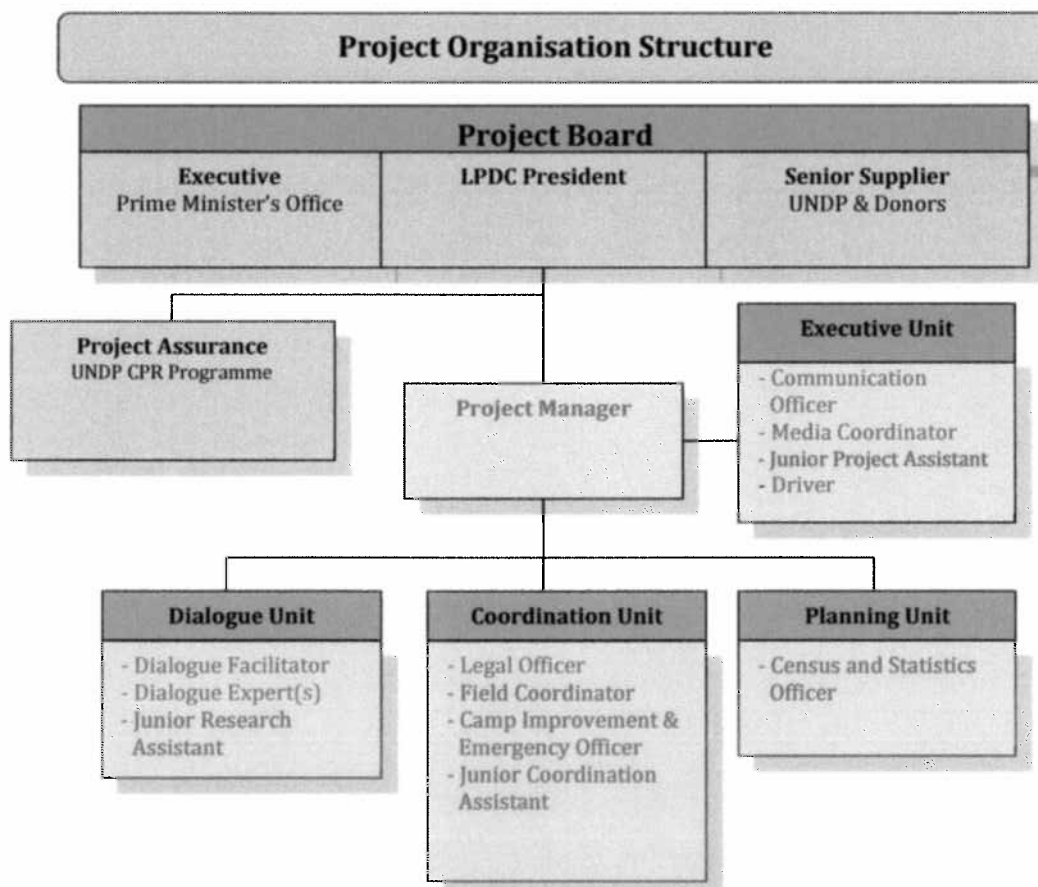
Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated implementation agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Implementation Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Programme budget.

The **Project Board** shall include representatives of the Prime Minister's Office, LPDC, project donors and UNDP. The Project Board should meet regularly, at least twice a year and will review annual work plan and budget. The proceedings of meetings are recorded. The project manager should act as secretariat of the Project Board with the responsibility to call for meetings, distribute information and follow up on their recommendations.

National Project Coordinator (National Focal Point) who is in this case the Chairperson of the LPDC. The responsibilities of the NFP:

- Review and approve detailed annual/quarterly work plans and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;
- Approve RDP/SR
- Participate in Project Board meetings;
- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year's project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
- Assist in the identification and allocation of national resources needed by the project to meet its objectives

Project Management: The Project Manager will work under the direct supervision of the LPDC President (NFP), as well as the UNDP Crisis Prevention and Prevention Programme Analyst. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving.



The Project adopts a lean organization structure with Unit Officers reporting to the Project Manager who reports to the LPDC President and UNDP. The composition of the team includes senior staff, functional staff and Admin support.

The Project Staff (as per the organizational chart) will support in project implementation. Staff will report to the Project Manager. For specific tasks, the project will be recruiting short term consultants to provide advice and technical support in project implementation.

The current project budget is dependent on current available funds, which amounts which is only sufficient to fund the staff in Blue in the above structure. The Project needs to

mobilize additional resources of over the two years period from donors to recruit the additional staff in Red. (6 staff members, in addition to the consultants).

The Project assurance role shall be carried out by the UNDP Crisis Prevention and Recovery Programme, and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, visiting project sites to contact beneficiaries and contractors, interpreting progress and technical reports, processing budget revisions, and making arrangements for evaluation and audit.

Sustainability: The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects to the LPDC.

At the end of the project it is expected that the independence, financial autonomy and human capacity of the LPDC will have been reinforced to allow it to better perform its mandate with no or minimal external support.

Audit:

The audit of NIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigations- OAI).

Visibility:

UNDP will ensure that the LPDC and respective donors (if any) to the project will receive the maximum visibility possible.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorization must be granted by the UNDP Resident Representative on a case by case basis.

Project Office: The Prime Minister Office will provide the project with the office space in the Grand Serail.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a rate of 8%. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct costs incurred for Implementation Support Services (ISS), amounting to approximately 2% of the total budget, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions

- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal.
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

VII. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following tools and methodologies.

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually:

- An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of implementing progress, challenges, lessons learned, as well as a summary of results achieved against pre-defined annual targets at the output level.
- Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VIII. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/Mngt response	Owner
1	Political environment of Lebanon deteriorates due to instability/conflict in Lebanon	Project initiation stage	Political	Hostilities in Lebanon would jeopardize the delivery of the project Probability=3; Impact=5	Close monitoring of the situation, conflict assessment and iterative planning.	LPDC/UNDP
2	Change in Lebanese Cabinet composition	Project initiation stage	Political	Impacts on leadership within LPDC and on delivery of its mandate Probability=2; Impact=3	Close monitoring of evolving political situation, iterative planning, ongoing policy dialogue between UNDP and Lebanese ministries and maintain focus on policy role of LPDC.	LPDC/UNDP
3	LPDC and line ministries have insufficient capacity to deliver the project's activities	Project initiation stage	Strategic	The impact of this on the project will be high, as the LPDC and other line ministries will be implementing the new strategy of LPDC and this entails adequate capacities. Probability=3; Impact=4	The project will ensure that policy and planning capacity of the selected ministries in relation to Palestinian refugees in Lebanon is strengthened. In addition, the project will provide short term technical consultant when needed.	LPDC/UNDP
4	Lack of responsiveness and coordination	Project Initiation stage	Operational	This would substantially delay the implementation of project activities Probability=3; Impact=3	Establishing regular channels of coordination. Liaising regularly with line ministries.	LPDC/UNDP
5	Lack of additional funds	Project Initiation stage	Financial	This would substantially delay the initiation of project activities Probability=3; Impact=3	Regular follow-up with the Ministry of Finance and interested Donors.	LPDC/UNDP